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*Does companionate love express itself unequally in different organizational forms (private  
companies, hybrid and non-governmental organizations)?*

**Elizabeth Shipeio**

Student Number 2342

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under the Supervision of:

Professor Miguel Pina e Cunha

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## **ABSTRACT**

Although, the word “Love” in organizations is seen as a rare concept, but it has gained importance in management theoretical foundation. This study seeks to explore the companionate love in distinct of organizational forms (Private companies; Social organizations; NGO and IPSS) through interviews. The results propose that it is a tensional concept with a complex dynamic: tension of personal behavior, tension of professional behavior; tension of individual impact and tension of community impact. The love dynamic has common points to all organizations, but its expression depends on the specific form of the organization.

**Keywords:** companionate love, organizations, tension, community; individual; personal; professional

## INTRODUCTION

Although, the word “Love” in management is seen as a rare concept, it has gained importance over the last years, due to its studied competitive advantage, when included in the management criteria. Recently, Barsade and O’Neill (2014) concluded that companionate love behavior makes workers gain “greater involvement with the organization and better performance at work”.

This work project aims to investigate whether companionate love, “a deep sense of commitment towards another person in the workplace” (Barsade and O’Neill, 2014) expresses itself differently within Private companies; Social Organizations and Non-Governmental Organizations (NGO) and IPSS<sup>1</sup>, due the differences in their structure and work dynamic, exploring the research question, “*Does companionate love express itself unequally in different types of organizations (private companies, hybrid and non-governmental organizations)?*”. Also, it explores the potential negative side that can occur from the unbalanced application of love.

This study is presented as follows. First, the literature review that outlines the definition of companionate love and its impact in organizations. Second, using qualitative data, through interviews, exploring how workers live love in concrete situations, the main implications and challenges in implementing it in their daily routines. To better understand the data and to achieve the results, the study uses the semiotic clustering (Feldman, 1995) method. Finally, this work project presents its results and subsequent discussion.

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<sup>1</sup> In Portugal, Instituições Particulares de Solidariedade Social (IPSS)

## **LITERATURE REVIEW**

### **Companionate Love**

The “Love” word in management literature and discussions, is rarely presented as a significant concept, however it has been explored by psychologists, more than fifty years ago, who have studied a specific type of love, companionate love, that was defined as the basic emotion in relation to others, which translates in affection, tenderness, compassion and caring (Reis and Aron, 2008). Furthermore, companionate love can reinforce social connections, helping to develop in people a deep sense of commitment toward others, which translates into a more collaborative and empathic behavior (Barsade and O’Neill, 2014).

### **Importance of Companionate Love in organizations**

The main focus of general organizations is to succeed in their mission, having better performance and growth in their professional field (Bhalla, 2011).

Love, as a management criterion can be the cause of several positive outcomes for the employees and consequently to the organizations. It introduces a different approach in the relationship among workers, which can translate into a better understanding of coworkers and a working environment that leads to greater happiness and productivity. This relationship helps to establish greater familiarity in the organizations, which favors the employees’ commitment to the company and their own personal accomplishments, what increases the attractiveness and the retention rates (Leite, 2012).

Also, higher levels of satisfaction, better performance at work, since “humanized organizations make people happy and happy people are productive in enterprises” (Leite, 2012). Moreover, it makes a superior team spirit, producing genuine relationships in which people feel individually known, valued and cared for, by the others who work with them, which leads to less emotional exhaustion and absenteeism of its employees; (Barsade and O’Neill, 2014;

Cameron et al. 2004). These happier environments that emerge from loving workplaces, can be an advantage (“Happiness advantage”) that benefits the individuals in their work performance and success, since a brain of a positive individual responds in a more “engaged, creative, motivated, energetic, resilient, and productive” way (Shawn, 2010).

Regarding managerial framework, a leadership based on “respect, caring and kindness”, results in growth, positive environment and satisfaction (Caldwell and Dixon, 2010), moreover, a “*Servant Leadership*” has the goal to “consider each person as a total person” its needs, wants, and desires (Patterson, 2003), what results in higher willingness to learn among employees and their talent development. Leadership that helps and values the workers generates the feeling of “emotional support” for bottom workers and improves the environment of the workplace (Togel et al. 2013).

In summary, Love as “treating others as we would like to be treated by them” (Leite, 2012) and “consider each person as a total person” (Patterson, 2003) may contribute to competitive and sustainable gain to the organizations, since they are made of humans and “human capital has been presented as the most universally valuable and inimitable resource” (Newman et al. 2014). This study seeks to contribute to the field’s understanding of companionate love in concrete situations in daily routines of workplaces, and how it is expressed in three organizational forms: Private Companies; Social Organizations and NGOs and IPSS.

### **Private Companies**

The private sector is usually composed by organizations in “private hands” that are privately funded that are guided by market forces (Baarspul et al., 2011) seeking economic profit based on its business model (Melnikas, 2013). In order to reinvest in the business and to distribute to the owners, the organization aims to improve productivity, strive for cost reductions, and increase customer satisfaction.

Although private companies are focused on maximizing shareholders' profits, through corporate performance, there has been a growing interest of companies to impact also the society as a way to enhance corporate brand reputation (Heap, 2000). Although, there are factors as competition, risk factors, volatility and the profit pressure, have led some organizations, among different industries, to defend this "human vision" based on love in their values structure: Southwest Airlines; PepsiCo; Whole Food Market; Zappos; Henkel (respective companies' websites, 2015).

### **Social Organizations**

Muhammad Yunus defined in his book "Creating a World Without Poverty" (2009), a new concept in business world, the Social Enterprise, for-profit organization that applies commercial principles (sale of goods and services), with the primary goal of creation value for society in its work domain, ensuring the financial and economic sustainability.

In social business, the investors can gradually recoup the money invested, but cannot take any dividend beyond that point, the company profit stays with the company for expansion and improvement to reach the social objectives, since the investors are not focused on personal gains (Investimento Social, 2013)<sup>2</sup>. Each social business creates "*employment, good working conditions, addresses a specific social ill*" (Yunus, 2009). Although all organizations have an ideological element, in "*Missionary organizations*" ideology serves as the priority aligned with control through standardization of norms, formal rules and regulations (Mintzberg, 1989).

In Portugal, many social entrepreneurship projects have grown considerably (Filipe Santos, Económico, 2001)<sup>3</sup>, however, the main constrain is that a social enterprise has no legal status, working as a private company and simultaneously, provide social services as NGOs but with

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<sup>2</sup><http://investimentosocial.pt/wp-content/uploads/2015/02/RN1-Gloss%C3%A1rio.pdf>

<sup>3</sup> [http://economico.sapo.pt/noticias/conheca-os-casos-de-sucesso-no-empreendedorismo-social\\_113905.html](http://economico.sapo.pt/noticias/conheca-os-casos-de-sucesso-no-empreendedorismo-social_113905.html)

no sharing of economic benefits, or receives grants based on social impact, thus, it makes it difficult to identify social enterprises.

This study classifies the social enterprises, in Portugal, accessing the Social Entrepreneur Map (MIES, Mapa de Empreendedorismo Social) where there are all social initiatives, that some are supported by companies.

## **NGOs and IPSS**

NGO and IPSS<sup>4</sup> are non-profit organizations, since their profits are reinvested in the social aid activity (Amagoh, 2015), and they are not run by the state or a local government department and they provide essential aid services<sup>5</sup> at the local, national or international level. It does not have a “self-sustaining model business”, thus they usually gather donations and help from other companies or institutions.

Regarding the labor force, they can work in a voluntary work system, paid system or mixed one (Social Investment department, IES, 2015). Running a non-profit organization is challenging because one has to find the balance between the project’s development or expansion and its “financial sustainability” (Machado, 2009).

## **METHOD**

The inductive investigation, was supported by qualitative approach, through semi structured interviews of private companies, social organizations and NGO and IPSS employees, in order to understand “*how does companionate love express itself, in a practical way in 3 different organizational forms*” an unanswered concept in management literature.

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<sup>4</sup> NGO is constituted by collective people with private right, not affiliate to any government. IPSS is constituted by initiative of individuals, in order to give organized expression to the moral duty of solidarity and justice between individuals (Art. 1, Statute of the IPSS, 1983)

<sup>5</sup> Non-Governmental Organization for Development (NGOD) – A specific type of NGO, that design, implement and support social, cultural, environmental, civic and economic programs and initiatives, in developing countries. The NGODs have emerged in order to develop complementary activities to government cooperation that was made between the EU and developing countries (Machado, 2013).

First phase, 36 interviews were conducted, in 18 organizations as whole. 6 organizations were identified from each organizational form (private companies crossing different industries, Social organizations, NGO and IPSS). In order to have a wider perspective, 2 different persons within each organization were interviewed: one from the top and another in middle position. The differences between them is the organization impact: top positions have general company vision, they are responsible for setting the path, they can recruit people or take decisions that generate love or not love in an organization, while, middle positions have a decentralized interpretation (Kaiser et al. 2011) and sometimes, more realistic.

From the interviews emerged interpretations of companionate love in their professional context, and work life experience descriptions of concrete examples of situations (episodic memory) where they feel or not feel love in the work environment, also, their clarifications of how love influenced organizational and individual actions, and the challenges to implement it, in their professional context. All interviews were face-to-face with individual who requested anonymity. The interviews were audio recorded, the average duration was 30 minutes, and they were transcribed, resulting in written material presented in appendix.

In order to understand the data from the interviews and to achieve concrete information, the study was led according to the methodological procedures of inductive research (Glaser and Strauss 1967) to identify the building blocks of dynamic of love as an organizational situation. Then, it is important to ground theory, in order to produce a theory from the bottom (Gioia et al. 2013), thus, the final construction of it.

First, the *semiotic clustering*, a tool, which allows subjective information such as people perceptions move to abstract, meaning the deep understanding of personal interviews content analyzed theoretically (Feldman, 1995). Semiotic clustering explores the data, through segmentation based on considered variables, produce heterogeneous groups, *order concepts*, in



this article there are 4 ones. The information that directly derive from the interviewers, constitute the first order concepts, located in the first column. Then, the opinions were associating in common theme evidences, generating different categories, the second order. The third order concepts allow the achievement of a deeper meaning of the background information.

## **Sampling**

In this study, 36 people were contacted, they were Portuguese, 53% male, 60 % single, ranged from 20 to 62, with an average 34 years old, working at least one year in the interviewed organization. In order to have a wider vision about companionate love in organization, 2 different people were interviewed, top and middle positions, thus, 12 people, and 6 organizations in each organizational form. In private companies, the study was conducted across different industries that were important to analyzed, challenge and competitive. Social organizations were identified through the Entrepreneurial Social Map<sup>6</sup>, and NGOs and IPSS were from the NGOs Gulbenkian Platform<sup>7</sup>.

## **Data Analysis**

In order to understand the companionate love dynamic, the data was organized around 4 concept cluster level. More specifically, four higher-order themes, Positive Practices; Negative Practices; Positive Outcomes; Negative Outcomes were identified. *Positive and Negative Practices*, the first and second clusters respectively, refers to the concrete situations of love and no love, that emerged from interviews of those who lived in their workplace and they were generated from themselves, colleagues or board members. *Positive and Negative Outcomes*,

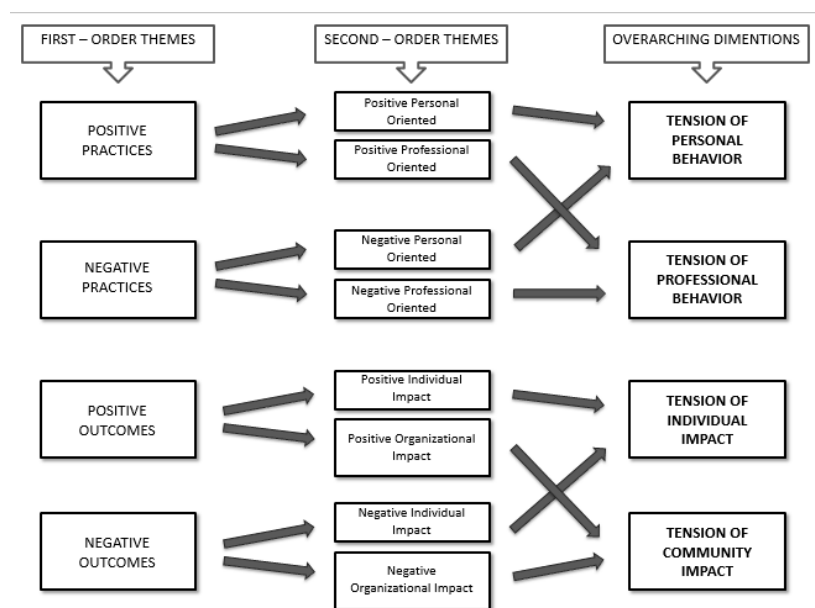
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<sup>6</sup> MIES – Mapa de inovação de empreendedorismo Social which show all social initiatives, also with private entity ones, which the study consider, social companies

<sup>7</sup>[http://www.gulbenkian.pt/images/mediaRep/institucional/actividades/programas\\_projectos/EEAgrants\\_CidAtiva/Lista\\_BD\\_ONG\\_Inscritas\\_Julho\\_2013.pdf](http://www.gulbenkian.pt/images/mediaRep/institucional/actividades/programas_projectos/EEAgrants_CidAtiva/Lista_BD_ONG_Inscritas_Julho_2013.pdf)

third and fourth clusters expose the positive and negative consequences of being in a companionate environment which have individual and organizational impact.

As overarching dimensions, there are four classes of tensions (figure 1): considering positive and negative behavior through personal orientation (tension of personal behavior), positive and negative behavior with professional reasons (tension of professional behavior), positive and negative consequences at individual level (tension of individual impact) and the impact to the organization (tension of community impact).



**Figure 1**  
**FINDINGS**

As mentioned in the methodology, this study was supported out only by conducting in-depth interviews. The findings only follow the interviewers' considerations and formulations, thus, qualitative research.

### **Tension of Personal behavior**

*“At work is completely different, and so, we are family, but we are not going there to cry, if life is falling apart”* - (interview). The *Tension of personal behavior* is the first overarching

dimension that represents the conflict between *Positive and Negative personal oriented practices* (the first and third order themes respectively).

*Positive Personal – oriented* (first order theme) is related to the description of positive actions that demonstrate companionate love toward a colleague, however involving only personal field. The interviewees who contributed with examples in this order, recognized that this loving behavior is not necessarily vital in the work place, or in a team but strongly important to the person who works there, once, the person feels treated as human. In this orientation, the person has attitudes emotionally engaged (Grant 2013), belonging to personal values scale.

One interviewed person described an episodic, where he felt “loved” (supported) from his team and board in a personal situation: *“I have adapted my work schedule to my personal reality, I start at 8 a.m. and I go out the 4p.m., since I have two children and we live outside of Lisbon. I explained this to the board and they were open with this situation, so they gave me this flexibility without constraints, and the team also responded accordingly to this dynamic”*. This observation suggests that people can act based in love as virtue (Argandoña 2011), that facilitates the decision making and the will to act, suited in personal situations.

*Negative Personal Oriented* (third order theme) - In contrast, there are behaviors that do not represent love actions, showing only individuals focused on their own work, not acting with others’ personal situations. Here, personal situations are considered in a different arena of professional duty, not feeling the responsibility to act in a love way. One informant pointed out that: *“When I was on mission work, I was blind a couple of days, and no one helped me. Colleagues, and the organization system did not work, these mechanisms to trigger insurance in Europe, no one wanted to know”*.

The first overarching dimension that articulates the above order themes can be described the *Tension of personal behavior* where individuals feel caring and compassionate of their work

colleagues, that even in personal situations, acting for benefit of them. In opposite way, there are team elements who do not feel called to act out of work sphere situation with colleagues from their labor environment, focusing on their work tasks and goals, demonstrating sometimes less sensitivity to act in a love way.

This overarching is the way workers look at the barrier between the working and personnel environment, which will determine the dynamic of workers' behavior in two scenarios. Employees in an organization are also people who have different views of how to define and characterize the extension of the role in their work team in their lives, (e.g.: family, friends, colleagues), which can be seen in a more professional or personal way, which will determine the performance limits of workers.

### **Tension of professional behavior**

*“His point of reference was to gain competitive advantage over others, it was to be better than the others. The competition is very beautiful but in healthy terms, it is not to have this kind of mentality and this obviously does not favor anything the environment at work.” (Interview).*

This overarching dimension shows the conflict between the second and fourth order themes, resulting in a behavior where has in different attitudes that are professionally oriented, leading to cooperation or competition in professional sphere.

*Positive Professional Oriented* (second order theme) associate positive actions through the application of companionate love in professional tasks and routine towards colleagues in a team, resulting in a more collaborative work system in order to achieve the common goal (Hackman, 2002). Individuals linked by the desire of belonging to the team and being together with their colleagues, desire achieving the team's goal (Team Spirit) thus, higher cooperation. One of interviewed person described a situation where his colleagues, pursuing a team goal, working above their own responsibilities – *“I was Camp Manager, and I got a large donation of tents,*

(...)5 m2, (...) it was very difficult, I was buried in the mud, it was not required help of them, but everybody helped". Yet, one person interviewed could show that generating visibility and exposition of the workers could be an important professional boost for workers, *"I gave visibility and exposition to the workers - I work with people below me, sometimes I find it important to show to my bosses, situations where they have done well"*.

In parallel, *Negative Professional Oriented* (fourth order theme), the individuals can assume a more competitive attitude toward to the colleagues in professional tasks, showing lack of support, lack of involvement, fomenting no love attitudes and less team spirit. One interviewee describe a situation where her colleague was so focused in his job who was not able to support in a simple doubt – *"I needed some help in market analysis and (...) there is a member of our team who is very good with excel, I asked him for help in a simple question and he took a week to show willingness to help me. (...) he would only need 10 minutes to help me"*. However, the individualistic actions in the right moments and in the appropriate amount way, can work as team builder (Silva et al. 2013).

This tension category shows that there are individuals who act in love professional way, creating, a collaborative attitude, helping their colleagues, supporting them where they need, and treat each one with value and dignity, an environment where people can grow professionally through love behaviors. Moreover, in proximal professional relations, love actions lead to professionally orientated results, team unity, higher cooperation, and more efficient team. However it might lead to team incompetence, people that can take advantage of others in professional tasks, also, the employees can be extremely focused in its goals, being more competitive, and not helping the other.

The balance is vital, generate the importance of building a professional environment where healthy competition, and personal challenge is stimulated, at the same time, in order to understand the team results and roles and the individual ones.

### **Tension of individual impact**

*“There are people who take refuge in that respect (lack of professionalism), but there seems to me, it is more a thing that is related with personality and the person's attitude, which perhaps would have this propensity, and only in a system where you feel down, scared or embarrassed to have to go out there, than with the organizational culture” (Interview).* This overarching dimension conglomerates the fifth and seventh order themes, resulting in a struggle between positive individual effect and the negative one.

*Positive individual effect* (fifth order theme) results from the positive consequences in each individual who lives in a work atmosphere with companionate love, where each people can feel as a human, and work in a more efficient way. The positive impact makes the individual feel more confident about the work and the organization where he works, as consequence the employee can be more satisfied, happier, with higher mental sanity and sense of belonging” achieving a better individual performance (Barsade and O’Neill, 2014)). One person who was interviewed said *“An advantage is also to know that someone cares about you, you feel recognized and there is someone who recognizes your work and you are not just another person who is here”*.

*Negative individual effect* (seventh order theme) means the negative impact to the individual that could emerge from a companionate love environment. In companionate love, people can find it difficult to set the barrier between professionalism and leisure moments, or they can feel higher sensibility to the other, when listening critics (take personally), or when others have unexpected negative attitude, having an auto – exclusion of the group. Also, this loving

environment can have a negative effect in individual work dynamic and colleagues' relations, who can work with less professionalism, auto-indulgence attitude and less focus in work tasks. During one interview, it was highlight that in this friendly environment, "*There are certain people who cannot deal with the fact of being contradicted or the possibility of being wrong, and then it is reflected on the work, efficiency, goal attainment, but also in reducing companionate love.*"

This overarching dimension states the tension of personal impact explaining that even when workers act in a companionate love environment this can have opposite personal influences. Employees can feel empowered, motivated, involved and it creates a good results for his individual performance (Shawn, 2010), or being in an open system that can reduce relations limits, can lead to negative results. Also, it can be argued that individuals who are in a humanized and happy environment do not distinguish the barrier of friendship and professionalism, as a consequence they can bring personal issues of others (that they have more confidence) to work, resulting in a disrespectful, and no loving attitude.

### **Tension of community impact**

The last overarching dimension relates the sixth and eighth order themes, *Positive organizational community effect* and *Negative organizational community impact*.

*Positive organizational community effect* (Sixth Order Theme) translates the possible positive impacts in team, its results and to the company itself. As a consequence of working in companionate love, the team may work better in their professional commitments, with greater interaction, cooperation and intimacy (Kark, 2012), more efficient, with a fluid work process, which results in better outcomes for the organization, "services and products with higher quality". During the interviews someone refer: "*Increased empathy and a stronger link between colleagues, I think it can increase the teamwork and the productivity because people know each*

*other better, trust each other, and they are able to delegate tasks and see that their work influences”.*

*Negative organizational effect (Eighth Order Theme)* results in the possible impact in a team and also the organization, in a negative way. Companionate love may generate such informality at work that can result in a “lack of organization and in procedures”, people can interact in “excess of freedom and openness” giving space to the creation of complots, gossip of personal things and consequently conflicts, what prejudice the organization and team results and goals. An interviewed worker said: *“An enjoyable environment (...) people end up abusing, (...) end up forming complots in team”.*

The final overarching dimension refers to the impact that companionate love can have to the organization, showing that a “loving” environment is risky for the organization outcomes, whether the team can work in an unstructured and unfocused way. It depends on the behavior limits that were implemented, the dynamic of the team interaction and people who are in it, as well as on whether the companionate love is a transversal culture or not. The positive consequences of companionate love can create an important motivation to the team and organization to pursue it, in order to achieve greater organizational results.

## **DISCUSSION**

These findings suggest that the dynamic of companionate love in organizations is complex. Based on results, there are possible interpretations about the way that team and the individuals’ behave influences the expression of companionate love in organizations, thus, whatever the type of organization, there are some common points in the representation of this companionate love dynamic (management between personal and organizational orientation; management between competition and cooperation).



All interviewees of three organizational forms value the love as an important behavior in organizations, still, the majority of people know that in a professional daily basis, no love situations can happen. Actually in private companies and NGO and IPSS, interviewees identified “unlove” situations that occurred to them. However the positive situations were more frequent than the negative ones. Moreover, everyone who was interviewed in this study considered that companionate love has contradictory impacts to individuals and the organizations, but they considered much more positive than negative ones. Also, the majority of informants mentioned that the time spent with work colleagues is much higher than family and friends<sup>8</sup>, it would be extremely difficult for someone to divide him/herself into these two different “characters”, “the person at work” and “the person out of work”, not leading an integrated work day routine. Furthermore, NGO, IPSS and private companies identified more positive personal situations than professional ones, contrary to the social companies.

In organizations, acting with companionate love as a guiding to” ethical decision making” (Crossan et al. 2013), is a personal decision, it depends on the individual, his education, background and values. There mentioned that there are people in their organizations who think that it does not make sense or, it is not necessary to behave with companionate love. Furthermore, the technology has changed human attitudes toward others, making them colder, auto-centered, and also less cooperative with others and less optimist (Allenby, 2015). Additionally, any organizational form has a personal program and a strategy to create a companionate love environment, it was stated that the organizations consider difficult, because there are bound to be different realities, within various departments and people who have different backgrounds. Thus, when the organization is big, it is an enormous challenge to implement a transversal love culture behavior (Barsade, 2016) due the difficulty to pass the

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<sup>8</sup> A survey and a study that shows that workers that spend more time at work have more work interference with their family  
[http://workplaceflexibility.bc.edu/need/need\\_employees](http://workplaceflexibility.bc.edu/need/need_employees)

message to everyone in the same way and the importance of this matter in day-to-day. It is even more difficult when an organization is an international one, since it has different international teams and projects. Sometimes, in these cases, the interviewees can live with frequency companionate love in their head offices but not when they move to international projects (e.g.: Deloitte; Rock in Rio; AMI). Therefore, they difficult feel companionate love among colleagues, or sometimes even from part of their head office board members (e.g.: worst work conditions; more competitive environment).

Furthermore, the product of the organization can influence the existence of companionate love, due the interviews considerations (e.g: Paez; Rock in Rio and ColorAdd). An enjoyable and "cool" product or organization, can make workers feel more connected and proud to work in the organization, it can help to easily develop higher emotionally attachment, what creates a positive affective-motivational state of fulfillment in employees (Schaufeli & Salanova, 2007) in their professional sphere.

During interviews, the majority of people identified as one of the biggest challenges, achieving the balance between individual and professional spheres. However, this challenge, also characterizes the companionate love *"treating others as we would like to be treated by them"* (Leite, 2012) with no acting sphere limit. For interviewees the leaders example is extremely important more than a strategy (Amabile et al. 2014), since it is easier because it creates a positive chain of behavior.

The common positive situations were the attention to the time flexibility, here the board and the team respect the life dynamic of employee and adapt, in order to align the professional and personal balance; The support of the team in low personal moment with work and care, also in a professional oriented way; the support of the board when an employee has had a low professional performance and an element of board instead of just dismiss him, dedicates his

time to mentoring and feedback, empowering the professional. Regarding the positive consequences that have impact in an individual way were the sense of belonging to the organization, the capacity to be more creative leading with people, the motivation, the will to work, the happiness and its capacity to give more to the organization and the respect to others. Common organizational positive consequences were identified in all organizational forms as transparency, good environment, good relationship, good performance of the team, efficiency, higher team spirit and productivity.

In dark side, there are no negative situations in common of these three organizational forms because social organizations could not define any. However exist the common negative consequences, the employee can have overconfidence, not acting in a professional way, also, the gossip of personal things of others at work, moreover, the complots, people who act with companionate love, and people who not, in the end the conflicts that can emerge from these situations.

## **IMPLICATIONS**

Looking at the organizational forms, presented before, one notices some differences in business nature, organization dynamic and challenges that have implications in companionate love dynamics (Dischner, 2015). These conclusions come from informants who highlight some points only experienced in their particular organizational form.

### **Private companies**

In a positive way, even with no transversal love culture, the local leaders have been extremely important, even more in big organizations interviewed, since they can create local love realities and they impact in their departments and teams, emerging a tremendous spirit of fellowship between people of the same hierarchical level. Although, the majority of companies interviewed have an extreme the focus on costs and expenses, they defend that there is a trend among

companies that it is “fashion” the investment in social responsibility and team building. The team building serves to reinforce the workers bonds and team spirit (Dyer et al. 2013), the employees feel as important but sometimes fake, because this culture has not seen in a daily basis.

One of the most mentioned love situation in this organizational form was that the boards give opportunity to involve bottom professionals in decisions of the company instead of just making the decision by they own, promoting higher transparency and workers involvement (Neves, 2013). Some positive consequences in private sector show the importance of the opportunity to feel better human being, and the interaction with others with greater knowledge of the people, thus, the most named was mental sanity that a loving environment allows, because they can achieve better personal and a professional balance.

In a negative way, this organizational form have faced a huge pressure of meeting goals in challenging situations emerged from the external factors as weak economy situation, less organization clients or companies’ scandals (e.g.: Novo Banco; PT<sup>9</sup>). As consequence, this creates competition and rivalry between departments, higher ambition and less trust in company among workers (Maier and Zenovia, 2012). Regarding the recruitment process, the majority of informants defend that in private sector is extremely focused on competences and not only if the person can fulfill a loving culture in future.

In addition, the interviewees defend that women are extremely more competitive than men, with each other, because of their nature and also because the professional fewer professional opportunities at certain time (e.g: pregnant license). To make things worse, there are companies where the career progression is poorly defined what creates less incentives for individuals to

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<sup>9</sup> <http://expresso.sapo.pt/economia/2015-12-30-Oito-anos--de-escandalos-financeiros>

help or connect with others, assuming individual paths and strive to move to other department as quickly as they can, collecting different experiences in sort time.

Also, in this organizational form, it was mentioned that a worker who act in companionate love way in a competitive group, he can be seen as a weak person, without capacity to face the pressure and the competition, however it depends the industries, since there are more competitive than others and if the organization stimulates this behavior.

As negative consequences of companionate love, the worker who has love attitudes can develop a higher sensibility to the others reactions, if the others not react in same way, or higher sensibility to the critics, thus, critics from friends tend to feel heavier. Moreover, named negative situations, companionate love allows proximity among colleges, where can occur unethical love relationships (e.g: married boss dating with an intern).

In these type of organization, the challenge is also the management of different generations, where old ones defend a very formal, distant perspective of industrial relations and also value the status and job positions, while, the “millennials generation”<sup>10</sup> pursue a balanced life, happy environment and a human treatment in business routine, what makes difficult a transversal culture of companionate love.

### **Social organizations**

In a positive side, they have a social focus making it easier to experience the love environment, since these workers become more “human oriented” (Cameron et al. 2004). The recruitment process has these human concerns, once, the managers understand that a person has to be aligned with this culture, in order to work better in social business. This organizational form did not identify unloved situations, what can be described also to the smallest size

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<sup>10</sup> [https://en.wikipedia.org/wiki/Generation\\_Z](https://en.wikipedia.org/wiki/Generation_Z)

organizational form. What the interviews identified as love was the attitude of the manager to take time to inspire and talk with bottom workers or the support of a colleague in difficult situation at work, even if no personal empathy.

In a negative way, in this organization form there are few employees so it is easy to become friends, what makes it difficult, in future, to manage the barrier between friendship and professionalism and the limits. Also, as a negative consequence conflicts can emerge through the fatigue, people are in work and as friends outside of work.

The big challenge to implement better companionate love is the management of the groups (complots). Social enterprises are recent, thus there is the “founding team”, those who are there from the beginning, and with new growth and expansion of these organizations come the necessity to hire new workers, train them and implement the business culture. These two groups live different realities and develop different personal views of the business, what makes difficult a transversal culture that makes sense to everyone. Moreover, social companies, as new model business, are extremely dynamic business, so there are more exhausting projects than others, creating a challenge in maintaining companionate love in these different scenarios.

## **NGO and IPSS**

In a positive way, the fact that they have a social focus helps to act in this way, and the social focus acts as motivation for those who go to a project of this nature in the social field, furthermore those who are unpaid volunteers. They are driven by this companionate love in an environment where both, the competition and the career development are lower. As love situations, this organizational form identified “respect for the legacy” as a love gesture, meaning they want to continue a good work that the previous teams had, thus, the impact will continue in social communities that they help.

In other hand, these organizations have a weak screening of human resources, making it difficult to implement companionate love and professional competences. The other challenge is motivating people, since workers are highly influenced by the less economic context, that influence the way of work (Maier and Zenovia, 2012), there are less donations and less help, thus, less projects to help (less work, once it is the professional field of these organizations).

In case of NGOD, the biggest challenge is to manage volunteers and the fact that they are living together, there is often a difference in visions between headquarters and volunteers. Also, they are extremely diverse teams (variety of religious, cultural and social backgrounds), what difficult the implementation of human development programs and the rigor of tasks. Finally, there are specific cases that the system allows to emerge the “volunteer professionals”<sup>11</sup> where the motivation is totally focused on the money that they could earn in volunteer missions, and the exotic mandatory vacations that this works have.

## **LIMITATIONS**

There are some limitations in this study that difficult the relevance of these findings. First the nature of the data, where is only qualitative and based only in considerations and examples of the interviewed small sample (36 people). Thus, all the conclusions come from these considerations and they were not proved. However, the fact that each respondent was selected come from different industries and the three different organizational groups allowed us to obtain higher insights, however there is the limitation “of statistical generalization , from observation to population” (Gibbert and Ruigrok, 2010). The size of each organization form is not comparable, what can change the results, the private companies interviewed were much bigger

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<sup>11</sup> “This professional humanitarian NGOs, are people who 1) like this lifestyle, in a way, like the risk, 2) live well in these systems, this type of field missions, there used to everything, chauffeur all, 3) 3 in three months, is required to go to a heavenly place, to lighten the stress, they give you "RIR, Rest In Restabilization". 4) Then live this lifestyle, going by helicopter to one side, glider to another, super exotic and super "Indiana Jones", and ultimately save money, lives in an exotic place and to live well, has a position of humanitarian person, for the people of his country who consider him a hero”. (interview from AMI member)

than social companies, once, social companies are difficult to identify, and the examples that MIES show were only these ones. Talking about love with interviewees may be manipulative, since the interviews make workers more nervous about what they are telling about the company, trying to defend it, excelling the organization with more positive vision. However, this study shows the importance of the companionate love, the “dark side” of a weak implementation and the different manifestations in different organizational forms. More research is needed to explore whether the results happen in a wider sample.

## **CONCLUSION**

During the interviews, it was noticed that companionate love is an important behavior in organizational environments that can empowered the individuals, teams and organization performances (Barsade and O’Neill 2014). However, it could affect negatively individuals and organizations if companionate love is not transversal, not adapted to everyone and unlimited (it should be in middle of friends and professionals). Love is a complex concept, since it is driven for different motivations, and it depends the organizational forms and also the individuals who act in this way.

To ensure its efficiency, it is important to know the people, the groups and the departments that exist in each organization, once this type of philosophy is good for people who consider the companionate love as an opportunity to work better and not the opposite. To do so, the recruiting process has to be aligned with this view, where competences continue to be important. In organizations, it is also important to build the new mindset of competition, where the worker is stimulated to work hard, but not in the view of dropping the other. Moreover, to set team goals require a team effort, stimulating the companionship. Also, this trend starts in majority of universities that do not stimulate this behavior, where students point of reference is to gain competitive advantage over others. Then, when people start working, do not fostered companionate love.



The organizations should empower their leaders (mainly local ones) to operate in this way, since they promote the chain through the example. Acting not only with focus of “cognitive culture”, since it is important the “identification with organizational values and goals” (Castanheira and Story, 2015) but also the “emotional culture, the shared affective values, norms, artifacts, and assumptions that govern which emotions people have and express at work and which ones they are better off suppressing” (Barsade, 2016).

In the end, the organizations should worry about its workers, creating effective loving work places. To value worker as person is rare in this competitive world, but the investment is worth. The organizations should understand their organizational form and try to adapt a companionate love that respects this nature and structure, in order to gain all benefits from it.

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